Police Management and Staffing Study

4 November 2008

Police Management and Staffing Study

4 November 2008

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Police Management and Staffing Study

Project Business Rules

- First report due to City Council 1 September 2008

- Follow up reports due every 60 days

- Once a recommendation has been completed or the decision is made to non-concur with the recommendation that item will be removed from the 60 day follow up report and placed in the completed/ closed file

- Recommendations which will result in increased budget require-ments will be listed in green and will include the budget requirements

- For ease in reading inputs to the project management updates, word documents will be short and succinct

- Inputs and timelines will be established by the Chief of Police with approval from the City Manager

- All project information will be placed on a master CD and hand delivered to offices working on the project

- Once the City Manager has reviewed the document and briefed the Mayor and City Council members, the Public Affairs Office will placed the information on the city website for review by the media and citizens

Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1																			
2.2																			
2.3																			
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3.1	1-Sep-08	30-Apr-09		B	B	B	B	B	B	B	B								
3.2	1-Sep-08	26-Sep-08		G															
3.3	30-Jul-08	5-Nov-08	G	G	G	G													
3.4	1-Sep-08	6-Jan-09		B	B	B	B	B											
3.5	1-Sep-08	5-Nov-08		G	G	G													
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3.20	1-Sep-08	1-Oct-08		G	G														
3.21	1-Sep-08	1-Apr-09		B	B	B	B	B	B	B									
3.22	1-Sep-08	26-Sep-08		G															

Green: Complete
Blue: Ongoing
Red: Past Due

Police Management and Staffing Study

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5.10	30-Jul-08	5-Nov-08	G	G	G	G													
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5.26	1-Sep-08	26-Sep-08		G															
5.27	1-Sep-08	5-Jan-09		B	B	B	B	B											
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Police Management and Staffing Study

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Police Management and Staffing Study

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Police Management and Staffing Study

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
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8.76	1-Sep-08	26-Sep-08		■															
8.77	1-Sep-08	5-Nov-08		■	■	■													

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Police Management and Staffing Study

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
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9.1	30-Jul-08	30-Jan-09	■	■	■	■	■	■											

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Police Management and Staffing Study

5 November 2008

During this reporting period, the following recommendations have been addressed:

- 3.1
- 3.2
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- 7.1
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- 8.30
- 8.32
- 8.34
- 8.37
- 8.38
- 8.48
- 8.74
- 8.75
- 8.76
- 8.77
- 9.1

* Recommendations highlighted in red are closed items that will be removed from the next update.

Police Management and Staffing Study
4 November 2008

The following recommendations are closed and removed from future reports:

Date Removed

3.3	4 November 2008
5.10	4 November 2008
8.23	4 November 2008
8.24	4 November 2008
8.25	4 November 2008
8.26	4 November 2008
8.27	4 November 2008
8.28	4 November 2008
8.36	4 November 2008
8.40	4 November 2008

Police Management and Staffing Study
4 November 2008

Reporting Division: Police Department

<u>CRIME AND WORKLOAD REPORTING</u>

CHAPTER 2

2.1 Assure that all personnel determining whether a crime is cleared or classified by Uniform Crime Report criteria are trained in Uniform Crime Report reporting.

Police Response:

Status:

City Manager Response:

2.2 Assure that the dispatch system is providing consistent and accurate data for the Police Department.

Police Response:

Status:

City Manager Response:

2.3 Assure that future changes in software are compatible with former police records databases for the Department to access records (see criminal investigations in Chapter Five).

Police Response:

Status:

City Manager Response:

2.4 Report officer-initiated activity separately from calls for service, which are utilized for determining patrol staffing and assessing citizen requests for service (see Chapter Three).

Police Response:

Status:

City Manager Response:

Police Management and Staffing Study
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PATROL SERVICES

CHAPTER 3

Patrol Services

3.1 Abolish the 5/4 work schedule and either return to the 4/4 fixed shift or a shift that more closely matches patrol staffing to workload. Any obligated time (time owed to the City based on the 4/4 shift configuration) should be directed to specific high-crime areas and times of crime occurrence.

Police Response: A study committee has been formed to study scheduling options including patrol and support units. This committee will make a recommendation to the Chief of Police.

Status: On-going with a decision by 15 March 2009.

City Manager Response: I approved of the Police response. Due to the fact that a major scheduling change will have a dramatic impact on both patrol capabilities and personnel, a measured response is critical. Full participation by the leadership and rank and file will insure all implications are addressed.

3.2 Assign any newly hired patrol employees to a specific time of day rather than place them on one of the 32 squads in patrol.

Police Response: Do not concur with this recommendation. We feel it is important for new members to become team oriented and to bond with a specific work unit under consistent supervision.

Status: Completed

City Manager Response: Approve of the Police response. The Police Department's current process is one of the many factors helping keep crime rates low even though the City population continues to grow. This recommendation does not merit further consideration at this time.

3.3 Upgrade the position of watch commander from lieutenant to captain to coordinate the various units from different commands working in the evening and night hours. This should not occur until the promotional system has changed, as explained in Chapter Eight, Human Resources Management.

Police Response: Concur with recommendation and feel that this will strongly increase the management of critical service delivery by having a higher level of authority in this role at all times (24/7).

Status: Will require three (3) new Captain's positions. Two (2) positions will be available due to the civilianization of two (2) current Captain's positions. Assigned for job analysis.

City Manager Response: Concur with Police response. The Budget & Evaluation Office has been directed to conduct a cost analysis of this position. Based on the results of the cost analysis, a recommendation will be made to either add a new position to the Police Department or transfer an existing position to fill this requirement. This recommendation will be tracked in Recommendation 3.4 in future reports.

Police Management and Staffing Study
4 November 2008

3.4 Assign five (5) captains as watch commanders to the recommended deputy chief of the Operations Bureau.

Police Response: Concur with this recommendation regarding the five (5) Watch Commander Captains. In order to comply with this recommendation it will require an increase of three (3) Captains positions. We currently have no facility to house the position of Deputy Chief.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for the Watch Commander positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008. The additional space issue will be addressed under Recommendation 5.1.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are rough estimates for the costs for the increase of the three (3) additional Watch Commanders. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		Sal./Ben. Calc.
Captain	Watch Commander	$102,400
Captain	Watch Commander	$102,400
Captain	Watch Commander	$102,400
		$307,200

3.5 Refer all event reports with missing data to Guilford Metro 911 through a designated City official.

Police Response: We concur that there are inaccuracies in data received from Guilford Metro 911. This is a separate City Department that is not a part of the police structure. We refer this to the office of the City Manager to designate a person to receive these reports.

Status: Referred to the Office of City Manager.

City Manager Response: The Deputy City Manager will provide oversight on information provided by the Police Department and Metro 911.

3.6 Continue with plans to realign patrol beats/zones based on workload. The changes should be supported by adequate software to track trends in geographical areas.

Police Response: Concur with this recommendation. Workloads are analyzed and division and patrol zone boundaries are aligned as needed. This is an on-going process that is reviewed consistently several times a year.

Status: Completed.

City Manager Response: Approve of the Police response. As pointed out in the study, the Police Department has been aggressive in conducting trends analyses. It is critical that the Police continue to react quickly as new patterns and trends develop. This information will continue to be briefed to the City leadership.

3.7 Conduct a patrol beat analysis on an annual basis and consider a variable beat structure, i.e., the number of beats varies by shift.

Police Response: Beat analyses are conducted on an annual basis and are often readjusted due to annexation and call demands. Plans are reviewed as a part of the Departmental Work Plan.

Status: The Patrol Beat analysis was conducted this year requiring only minor modifications. The next analysis will be conducted in July 2009.

City Manager Response: I approve of the processes put in place to insure the established patrol beats are modified as required. The beat analysis helps the Police Department in their proactive approach to fighting crime. This willingness to change as the population shifts and crime patterns change is another reason the Police have been able to keep crime rates low.

3.8 Assure that patrol officers have distinct areas to patrol when two patrol cars are assigned to one zone.

Police Response: We do not concur with this recommendation. Our philosophy is that officer safety takes precedence over zone integrity. Officers are encouraged to leave their zone to back-up and cover other officers as needed.

Status: Completed.

City Manager Response: I approve of the Police response. The ability to have officers respond across zones not only enhances the safety of the Police Officers but also helps minimize injuries to innocent citizens.

3.9 Clearly define the classifications of crimes and calls within each priority, especially priority 1 and priority 2 calls.

Police Response:

Status:

City Manager Response:

3.10 Remove call classifications from priority 1 that are not life threatening calls.

Police Response: Not applicable.

Status: Redundant. This recommendation will be tracked through Recommendation 3.23.

City Manager Response: Not applicable.

3.11 Remove mental health/commit calls from priority 1 calls.

Police Response:

Status:

City Manager Response:

3.12 Assure that a staff person at the rank of captain or above is working on all shifts.

Police Response: Concur with the recommendation. This will be accomplished by the establishment of the 5 Watch Commander Captains.

Status: This recommendation will be fulfilled under Recommendation 3.3.

City Manager Response: Concur with response and timeline. Cost analysis being conducted as reported in Recommendation 3.3.

3.13 Promulgate a directive requiring patrol officers to remain within a zone, unless directed by a dispatcher, or approved by a supervisor, to leave the area.

Police Response: We do not concur. In most cases, calls dictate the officer leaving his assigned area. In addition, officers are encouraged to leave their zones when necessary to back-up other officers in the interest of officer safety. Oftentimes, the officer remains in service while checking on the status of others officers unless he is needed.

Status: Completed.

City Manager Response: Approve Police response.

3.14 Assure that there is daily communications to patrol personnel on crimes and suspects within their assigned divisions and zones.

Police Response: Communication between patrol officers and detectives occurs in several manners. The Criminal Investigation Division and Crime Analysis Unit both distributed informational bulletins to all officers regarding crime trends and patterns. For critical information, detectives attend line-ups and hold special briefings. A 24-hour summary is also maintained that details major crimes and incidents.

Status: Completed.

City Manager Response: Approve Police response.

3.15 Explore more patrol officer involvement in the investigation of specific types of crimes.

Police Response:

Status:

City Manager Response:

3.16 Develop a written beat plan/profile for each patrol zone that describes the activities of patrol officers while assigned to that zone.

Police Response:

Status:

City Manager Response:

3.17 Abolish the rank of police corporal and assign one Sergeant and one Lieutenant to each patrol shift.

Police Response: Non-concur with this recommendation, but have enhanced the Corporal position. The Corporal rank will be retained but made a part of the promotional system and an established rank with the Police chain of command.

Status: The Corporal rank will be retained with testing for new Corporals in November, promotions in January 2009 and making the rank a first-line supervisory position in the chain of command. The Department of Human Resources has been tasked to help develop the appropriate job description and salary base. A promotional test will be scheduled with the promotion cycle in early 2009.

City Manager Response: Concur with Police response. The Budget & Evaluation Office has been directed to conduct a cost analysis of this position. Once the position of Corporal has been added to the supervisory chain, there will be an increased cost for the position.

3.18 Assure that self-dispatching by patrol personnel, to the location of traffic stops, by other officers is controlled by patrol supervisors.

Police Response: All call assignments whether dispatched or self initiated are monitored by the squad supervisors and the Watch Commander. They have the supervisory authority to change or modify call assignments.

Status: Completed.

City Manager Response: Approve Police response.

3.19 Install vehicle locators on cars utilized for patrol services.

Police Response:

Status:

City Manager Response:

3.20 Restore Community Resource Team staffing to its pre-Gang Unit formation level.

Police Response: We concur with the recommendation and are implementing the full Community Resource Team Squads in each patrol district.

Status: Completed as of October 1, 2008.

City Manager Response: Approve Police response.

3.21 Change the current work schedule of all Community Resource Team members to include the routine working of evenings and weekends.

Police Response: Schedules are being reviewed by a committee established to study work schedules. This committee will make recommendations to the Chief of Police.

Status: Completion 1 March 2009.

City Manager Response: Approve the response and established timeline. This is another situation that will impact Police capabilities and have a direct impact on Police Officers. A measured approach with full input by the leadership and officers is critical.

3.22 Assure that a funded position is assigned the responsibility of coordinating the activities of Community Resource Teams and the other operational support units, such as School Resource Officers.

Police Response: Do not concur with this recommendation. The activities of the Community Resource Teams are coordinated by their supervisors with strong direction from the Patrol Division Commanders. We feel that an important part of our community policing philosophy is district management of community policing activities.

Status: Completed.

City Manager Response: Approve Police response.

Response Time/Computers

3.23 Revisit the entire list of protocols for priority 1 calls, list specific calls that are life threatening, and remove all calls that are not imminently life threatening, such as mental commitment papers, from priority 1.

Police Response:

Status:

City Manager Response:

3.24 Define and calculate response time as the time from the receipt of a call to the arrival of an officer.

Police Response:

Status:

City Manager Response:

3.25 Revise Directive 8.3 relative to having a minimum of only one officer available per division. This should be corrected immediately.

Police Response:

Status:

City Manager Response:

3.26 Change police protocols that permit/require the assignment of any unit in the City to a priority 1 call. A corporal or sergeant from the affected division or specialized unit should be sent to the call if available.

Police Response:

Status:

City Manager Response:

3.27 Forward copies of event reports with errors and mistakes to a designated City official for review and appropriate actions by dispatch or Police Department.

Police Response: Not applicable.

Status: Redundant. This recommendation will be tracked through Recommendation 3.5.

City Manager Response: Not applicable.

COMMUNITY POLICING

CHAPTER 4

4.1 Assure that community policing is a philosophy of policing embraced by all sworn and civilian employees.

Police Response:

Status:

City Manager Response:

4.2 Reexamine the current working hours of the Community Resource Teams in order to maximize contact with the public.

Police Response: All schedules are being reviewed by the schedule committee established by the Chief of Police. The committee will make a recommendation to the Chief of Police in early 2009.

Status: Recommendations will be presented to the Chief of Police not later than 1 April 2009, with an immediate implementation of selected recommendation.

City Manager Response: Approve Police response and timeline.

4.3 Ensure that all Community Resource Team COP projects are objectively evaluated as to their effectiveness.

Police Response: All community policing initiatives are evaluated by the assigned Division Commanders. Division Commanders report on these initiatives in monthly reports and to the Chief of Police in Departmental Reviews held monthly. The Departmental work plan also mandates community policing initiatives and evaluation.

Status: Completed.

City Manager Response: Approve Police response.

4.4 Establish comprehensive performance measurements (key performance indicators) for the Community Resource Team and Police Neighborhood Resource Center.

Police Response:

Status:

City Manager Response:

4.5 Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.

Police Response:

Status:

City Manager Response:

4.6 Ensure that community- and problem-oriented policing efforts are in compliance with the "Guiding Principles for the Operation and Management of a COP/POP Unit/Entity" articulated previously in this chapter.

Police Response:

Status:

City Manager Response:

4.7 Assure that residents are empowered to work with the City and Department on problem recognition and problem solving.

Police Response: We concur with this recommendation. The partnership between citizens and the police are a fundamental element of community policing in Greensboro. We seek the input of citizens through many avenues. We hold community meetings, community crime walks, and have many active community watch programs. We have citizen advisory boards that assure the open lines of communication exist between the police and citizens. Problem-solving efforts are coordinated in an effort to improve the quality of life in our communities.

Status: Completed.

City Manager Response: Approve Police response.

4.8 Ensure that a citizen concerns log is developed and maintained in the Department; secretarial support is required for this program.

Police Response:

Status:

City Manager Response:

4.9 Integrate the activities of patrol officers, traffic officers, detectives, Community Resource Team, Police Neighborhood Resource Center, School Resource Officer, and tactical (currently Tactical Special Enforcement Team, but structured differently) into a coordinated, problem-solving police service model.

Police Response:

Status:

City Manager Response:

4.10 Coordinate the efforts of more than one Community Resource Team when significant quality of life and/or crime problems dictate (e.g., cross division boundaries).

Police Response: We concur with this recommendation. Many problems cross district boundary lines and must be addressed using the collaborative effort of multiple Community Resource Teams. These efforts are coordinated by the District Commanders with oversight by the Patrol Bureau Commander.

Status: Completed.

City Manager Response: Approve Police response.

4.11 Ensure that all Community Resource Team personnel receive outside and formal training in problem-oriented policing.

Police Response: Concur with this recommendation. Many of the Community Resource Team members have received training but others have limited training. The District Commanders will coordinate training with the Training Division to ensure that members of these teams receive basic and advanced training.

Status: On-going.

City Manager Response: Approve Police response. On-going training continues to be a high priority within the Police Department. In order to maintain proficiency the district commanders will continue to coordinate required training.

4.12 Rotate Patrol personnel through Community Resource Team for familiarization for periods of 30 days.

Police Response: We do not concur with this recommendation. With current manpower in patrol, we do not have the available resources. Career Development is available for those officers interested in the Community Resource Team.

Status: Completed.

City Manager Response: Approve Police response.

4.13 Ensure that all Community Resource Teams maintain detailed logs of their activities and accomplishments.

Police Response: We concur with this recommendation, recognizing the importance of accurate documentation. Division Commanding officers have the responsibility of assuring that proper documentation of Community Resource Team activities is maintained.

Status: Completed.

City Manager Response: Approve Police response.

4.14 Publish an annual report on the Greensboro Police Department.

Police Response: We concur with this recommendation and are in the process of completing our annual report. These reports will be completed every year from this point on.

Status: First report will be completed by November 1, 2008.

City Manager Response: Approve Police response.

4.15 Provide funding for the Police Department to purchase tailored crime prevention materials/resources.

Police Response: Funding is available in the patrol division budgets for printing. Material can be ordered as needed.

Status: Completed.

City Manager Response: Approve Police response.

4.16 Assure that all police employees, sworn and civilian, are trained in community policing and incorporate residents into the training as both trainers and participants. Course objectives could include:

A. To increase understanding of community policing and problem-solving by officers, employees, staff, and residents;
B. To provide a forum for the discussion of specific problems and concerns related to implementing community policing in Greensboro;
C. To facilitate team building among Police Department employees;
D. To facilitate team building among Police Department employees and residents;
E. To enhance the participants' problem-solving abilities;
F. To assure a better understanding and appreciation of cultural differences; and,
G. To provide guidance on developing and maintaining partnerships between Police Department employees and stakeholders.

Police Response:

Status:

City Manager Response:

4.17 Consider a beat coordinator program as a central feature of community policing initiatives by utilizing members of the Community Resource Team and Central City Resource Team. This program would include the following steps for implementation:

A. Identify specific district/multiple zones or geographic area for a pilot program;
B. Seek input from patrol, detectives and specialty units on objectives;
C. Establish specific performance measurements, or key performance indicators;
D. Develop a plan for the beat coordinator program;
E. Utilize eight-hour shifts for beat coordinators;
F. Develop a job description for beat coordinator and beat coordinator supervisor (sergeant or lieutenant);
G. Identify the qualifications for the positions;
H. Conduct a formalized objective selection process;
I. Train the beat coordinators and supervisor extensively in community-oriented policing and problem-oriented policing;
J. Empower the beat coordinator to make decisions relative to problem solving and to work with all members of the Department;
K. Assign one beat coordinator to a specific geographic area;
L. Purchase and provide a take-home care for each beat coordinator/supervisor;
M. Require all problems identified in a beat to be routed to the beat coordinator;
N. Assure that the beat coordinators work with City departments, such as Public Works, and Parks and Recreation; and
O. Evaluate the effectiveness/productivity/performance measurements of the program at the end of one year.

Police Response:

Status:

City Manager Response:

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CHAPTER 5

Criminal Investigations Division

5.1 Initiate steps to provide adequate space for the criminal investigations functions.

Police Response: A new facility is needed to house all **C**riminal **I**nvestigations **D**ivision Detectives in the same facility. This should result in savings of time and an increased level of communication between squads. The increased communications should result in higher clearance rates with more cases being solved. This also should improve the management and supervision of detectives because they are currently located at three (3) separate facilities.

Status: Request for a new facility for Criminal Investigations Division, Investigative Support and Police Administration is needed.

City Manager Response: Requires significant coordination. Project Management chart will be developed.

BUDGET			ESTIMATED COST		
Proj. Fund Status:					
Orig. Project Budget:	$		Professional Services:	$	
Rev Project Budget:	$		Land-R/W-Cost:	$	
Other Fund Sources:	$		Construction Cost:	$	
Grants-Fed-State:	$		Other Cost:	$	
Available Budget:	**$**		**Total Estimated Cost:**	**$**	

5.2 Assign detectives to work evening hours and Saturdays. A two-team schedule could rotate detectives every two weeks from a day shift to a later afternoon/evening shift and one team could work Tuesday through Saturday.

Police Response: All scheduling recommendations have been referred to a scheduling committee that will study work schedules.

Status: Recommendations should be completed by 1 April 2009 with immediate implementation once the Chief of Police approves the committees' recommendations.

City Manager Response: Approve the Police response and timeline.

5.3 Maintain monthly reports on the frequency that detectives are called from home to report for work. The report should include such information as names, type of case, and amount of overtime. This data should be utilized in assessing the work schedules and staffing models for the future.

Police Response: We concur with this recommendation and logs are maintained in the Criminal Investigation Division detailing each Criminal Investigation Division call-out.

Status: Completed.

City Manager Response: Approve Police response.

5.4 Continue with its update of Criminal Investigation Division Standard Operating Procedures and assure that one comprehensive written directive on criminal investigations is included in the Department's written directives system; Standard Operating Procedures should have a specific number, rather than designation as a chapter.

Police Response:

Status:

City Manager Response:

5.5 Utilize, as part of case management, written guidelines on solvability factors.

Police Response:

Status:

City Manager Response:

5.6 Reduce the regular daily meetings of supervisors in the Criminal Investigations Division to one day a week, until and at such time as the squads work in one facility.

Police Response:

Status:

City Manager Response:

5.7 Review the benefits of maintaining all detectives under a central command. One option is to centralize the investigations of murder, rape, robbery, juvenile and motor vehicle crimes at one facility, while residential and property crimes would be decentralized to patrol stations. This option is based on the Department utilizing crime analysts in operational crime analysis with daily information communicated at roll calls. The City involvement is required because of spatial needs. The chief of police should make the final determination.

Police Response: Chief Bellamy has decided that all detectives will remain centralized. We feel that having detectives under one command is very beneficial to investigative operations and increases the department's ability to manage major crimes. However, they should be housed under one roof for maximum communication, management and overall effectiveness.

Status: Completed.

City Manager Response: Approve Police response.

5.8 Fund at least one full-time position to handle Internet child predator issues in 2008, assign the officer to the special victims unit and expand the staffing to two positions in 2010. (Currently a detective is assigned from an existing squad to the function.)

Police Response: We highly concur with this recommendation. Internet sexually motivated crimes pose a serious threat to our children. We must take action to improve our capability to address this issue. In order to comply with this recommendation it will require an increase of one (1) position and it should be assigned to the Juvenile Services Squad.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for this additional position in the Juvenile Services Squad and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 1008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of at least one (1) full time position to handle Internet Child Predator issues. In addition, Police will identify related maintenance and operations' cost for each position.

Medium Priority	
	Sal./Ben. Calc.
Detective/P2 Internet Child Pred Det	**$57,600**

5.9 Consolidate the Commercial Property Crimes Squad and the Residential Property Crimes Squad into a property crimes section.

Police Response:

Status:

City Manager Response:

5.11 Fund three clerical positions for the Criminal Investigations functions to transcribe investigative reports, enter timesheet information into a computer and assist detectives in clerical activities.

Police Response: We highly concur with this recommendation regarding transcription and assisting with clerical duties. Interview transcriptions are a critical need for court preparation. This need is increasing due to state mandated recording of certain interviews. We believe we must take action to improve our capability to address this issue, which will require an increase of three (3) new clerical positions.

Status: Job Analysis Questionnaires for the three (3) clerical positions were completed by the Police Department on 30 September 2008 for these additional three (3) positions in the Criminal Investigations Division and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are rough estimates for the costs for the increase of the three (3) additional clerical positions. In addition, Police will identify related maintenance and operations' cost for each position.

Low Priority		
		Sal./Ben. Calc.
Admin Asst	CID Admin	$40,960
Admin Asst	CID Admin	$40,960
Admin Asst	CID Admin	$40,960
		$122,880

5.12 Prepare a formal written plan on any specialty unit prior to the transfer of patrol officers to the specialty unit; the plan should include purpose, objectives, hours of work, coordination with the Vice/Narcotics Division and current specialty units, cost and measurable outcomes.

Police Response: We concur with this recommendation and in future operations such as the Robbery Suppression Unit plans will be completed with clear goals and objectives.

Status: Completed.

City Manager Response: Approve Police response.

5.13 Require that future police-related budget requests be connected to meeting specific performance measurements and accountability processes in criminal investigations, including clearance rates for Index Crimes.

Police Response: We concur with this recommendation. The Criminal Investigations Division Commander has been tasked with the responsibility in future budgetary requests.

Status: Completed.

City Manager Response: Approve Police response.

5.14 Transfer the Robbery Suppression Unit members back to their original assignment and establish a tactical unit to respond to all types of crime problems.

Police Response: Concur with this recommendation. Two Tactical Special Enforcement Team Squads will focus on Part 1 Offenses including robbery. The Robbery Suppression members will return to their normal squads.

Status: Completed as of 1 October 2008.

City Manager Response: Approve Police response.

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5.15 Work on converting the databases for 2003 and prior years to the new system to aid in the investigation of cold cases.

Police Response: This information is currently available. Detectives have been advised of the combined database, and training will be made available as needed.

Status: Completed.

City Manager Response: Approve Police response.

5.16 Centralize the records of the Criminal Investigation Division into the Records Management function.

Police Response: We do not concur with this recommendation. However, we are requesting a file storage area specifically for the Criminal Investigation Division. This should be an important part of any new facility housing the division. This recommendation will be tracked in Recommendation 5.1 and will be removed from the next report.

Status: A separate file storage area is requested as part of a new facility.

City Manager Response:

5.17 Assign one lieutenant, one sergeant and six officers to a gang unit – five fewer positions than currently assigned.

Police Response: We do not concur with this recommendation. The gang unit will be staffed with two (2) squads of seven (7) officers including supervisors. Maintaining current staffing levels is critical to the department's ability to confront growing gang related crimes. A token gang unit presence would not impact the problem.

Status: Completed.

City Manager Response: Approve Police response.

5.18 Assign the gang unit to the Criminal Investigations Division and place them on an eight-hour schedule, to include work on Saturday nights.

Police Response: We do not concur with this recommendation. The Criminal Investigations Division is already at their maximum span of control. The Gang Unit will remain in the Investigative Support Division and continue to work closely with Criminal Investigations Division.

Status: Completed.

City Manager Response: Approve the Police response.

5.19 Assign the crime analyst in Criminal Investigation Division to a centralized crime analysis section working.

Police Response:

Status:

City Manager Response:

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5.20 Fund one sergeant and four officers for domestic abuse and assign the personnel to the Criminal Investigations Division, Special Victims Unit.

Police Response: We highly concur with this recommendation. Domestic violence takes a tremendous toll on our community and demands a greater response by the Greensboro Police Department. Consistent intervention and investigation is crucial. We recommend the unit be a stand-alone Criminal Investigations Division Squad with one (1) Sergeant, one (1) Corporal, and four (4) Detectives. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of six (6) positions.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for one (1) Sergeant, one (1) Corporal, and four (4) Detectives in the domestic abuse area of the Criminal Investigations Division and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are rough estimates for the costs for the increase of one (1) Sergeant, one (1) Corporal, and four (4) Detectives. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Ben. Calc.
Sergeant	Dom Abuse	$80,640
Corporal	Dom Abuse	$75,520
Detective/P2	Dom Abuse	$57,600
Detective/P2	Dom Abuse	$57,600
Detective/P2	Dom Abuse	$57,600
Detective/P2	Dom Abuse	$57,600
		$386.560

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<u>Vice/Narcotics Division and Investigative Support Division</u>

5.21 Assign 12 of the Tactical Special Enforcement Team members to the newly proposed narcotics division as a distinct street crimes unit to work street-level narcotics cases and assure coordination/collaboration among personnel involved in the enforcement of narcotics offenses in the Vice/Narcotics Division.

Police Response: We concur with this recommendation. This will produce a much needed and more concentrated effort in narcotics enforcement. Two Tactical Special Enforcement Team squads will be reassigned to the Vice-Narcotics Division and Tactical Narcotics Teams.

Status: Completed as of 1 October 2008.

City Manager Response: Approve the Police response.

5.22 Assign twelve (12) of the Tactical Special Enforcement Team members to a permanent tactical section, which will focus on robberies, burglaries and other serious crimes through the use of stakeouts and high visibility patrols in specific areas, at specific times, as determined through real-time crime analysis and management direction.

Police Response: We concur with this recommendation. Two Tactical Special Enforcement Team Squads will focus on Part 1 Offenses.

Status: Completed.

City Manager Response: Approve the Police response.

5.23 Transfer the two traffic officers and their K-9s currently assigned to work drug interdiction to the Vice/Narcotics Division, and two additional officers should be funded for this function. (New positions would be filled only after patrol officer positions are filled.)

Police Response:

Status:

City Manager Response:

<u>5.24</u> Assign the detectives and officers in the Vice/Narcotics Division to work eight-hour shifts with a focus on late afternoon and evening shifts, to include Saturdays.

Police Response: All scheduling recommendations have been referred to a scheduling committee.

Status: Recommendations will be made no later than 1 April 2009.

City Manager Response: Approve the Police response and timeline.

5.25 Fund at least one additional full-time clerical position to transcribe reports for personnel assigned to Vice/Narcotics Division.

Police Response: We do not concur with this request. The Vice-Narcotics Commander and staff do not feel that they need this position, but prefer to type their own reports.

Status: Completed.

City Manager Response: Approve Police response.

5.26 Transfer the Canine Unit to a newly organized operations support division.

Police Response: We do not concur with this recommendation. Canine will remain in the Investigative Support Division.

Status: Completed.

City Manager Response: Approve Police response.

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5.27 Fund at least one investigator/detective assigned to the crime of arson. (The position that was cut needs to be restored.) Most cities the size of Greensboro have multiple arson investigators.

Police Response: We highly concur with this recommendation. We believe two (2) Investigators/Detectives are needed. Arson represents a huge economic loss to the City of Greensboro. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of two (2) Arson Investigators/Detectives.

Status: Job Analysis Questionnaires for the Arson Investigators/Detectives were completed by the Police Department on 30 September 2008 and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of the two (2) full time Arson Investigators/ Detectives. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Ben. Calc.
Detective/P2	Arson Investigator	$57,600
Detective/P2	Arson Investigator	$57,600
		$115,200

5.28 Assure that the City Attorney's Office work very closely with the Police Department in the handling of nuisance abatement cases, a typical process in other city governments.

Police Response:

Status:

City Manager Response:

SUPPORT/MANAGEMENT SERVICES

CHAPTER 6

Traffic Services Unit

6.1 Assure that the Traffic Services Unit personnel are focused to assist the patrol function in the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.2 Assign Traffic Services units to respond to priority 1 calls that are held more than one minute.

Police Response:

Status:

City Manager Response:

6.3 Assign the two traffic officers with K-9s currently assigned to the TSU to a proposed street-level narcotics section within the Vice/Narcotics Division.

Police Response:

Status:

City Manager Response:

<u>Police Neighborhood Resource Centers</u>

6.4 Revisit the staffing and hours of work for the Police Neighborhood Resource Center section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major Greensboro Housing Authority properties and a higher percentage in other Greensboro Housing Authority properties.

Police Response:

Status:

City Manager Response:

6.5 Explore the assignment of Police Neighborhood Resource Center personnel to two teams with at least one team working each Friday and Saturday night. Further, consider an eight-hour shift for maximum coverage in public housing, similar to the eight-hour schedule of detectives.

Police Response:

Status:

City Manager Response:

6.6 Consider the benefits of one-officer cars for the Police Neighborhood Resource Center.

Police Response:

Status:

City Manager Response:

6.7 Reassess having Police Neighborhood Resource Center officers involved in surveillance activities for prostitution or narcotics versus the use of marked patrol cars for police visibility the Greensboro Housing Authority properties.

Police Response:

Status:

City Manager Response:

6.8 Assure that the patrol zone cars near the five Greensboro Housing Authority properties covered by Police Neighborhood Resource Center are dispatched on priority 1 calls, unless the Police Neighborhood Resource Center officers are closer to the location. Revisit the need for the Police Neighborhood Resource Center section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major Greensboro Housing Authority properties and approximately 100 percent of the time in other Greensboro Housing Authority properties.

Police Response:

Status:

City Manager Response:

Watch Operations Center/Telephone Response Unit

6.9 Continue to merge the Watch Operations and Telephone Response Unit functions to establish one entity. Continued conversion of positions could be done through attrition, thus minimizing costs.

Police Response:

Status:

City Manager Response:

<u>Court Liaison</u>

6.10 Monitor compliance with court attendance requirements to ensure continuing success of the function under sworn personnel.

Police Response: We concur with this recommendation. A Police Sergeant has been assigned to the District Attorney's Office to coordinate and supervise court attendance.

Status: Completed.

City Manager Response: Approve the Police response.

<u>Legal Support Unit/Warrant Unit</u>

6.11 Ensure the full transition of responsibility for warrant data input and physical management to Records Management.

Police Response:

Status:

City Manager Response:

6.12 Monitor the workload of all areas within the Legal Support Unit, especially noting the level of personnel assigned to the jail intake function. Based on workload and scheduling requirements, additional staffing may be necessary.

Police Response:

Status:

City Manager Response:

<u>Forensics</u>

6.13 Monitor and evaluate the staffing levels of the Forensics Division to ensure that growth and demand for services do not overtake the existing level of staffing.

Police Response:

Status:

City Manager Response:

6.14 Monitor and evaluate the impact of the new State Bureau of Investigation (SBI) crime laboratory in Greensboro to assess the impact of proximity and availability of services; consideration may be given to partnering to provide enhanced or expanded services.

Police Response:

Status:

City Manager Response:

6.15 Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.

Police Response:

Status:

City Manager Response:

6.16 Ensure fair and equitable adherence to all departmental and division policies and procedures as well as the full understanding of these policies and procedures by all staff.

Police Response:

Status:

City Manager Response:

<u>Property and Evidence</u>

6.17 Fully implement the Open Systems Solutions Incorporated property and evidence module that allows seamless integration of data for property and evidence entry. This should also allow officers to enter property and evidence data and create their own property voucher.

Police Response:

Status:

City Manager Response:

6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.19 Plan for sufficient property/evidence storage space for future needs, based upon growth, annexations and inability to destroy evidence.

Police Response:

Status:

City Manager Response:

6.20 Take necessary steps to ensure that destruction surveys are responded to, thus allowing unnecessary evidence to be destroyed.

Police Response:

Status:

City Manager Response:

Records

6.21 Assure that the current records-related automation systems continue to receive a priority for ongoing maintenance and upgrades.

Police Response:

Status:

City Manager Response:

6.22 Continue to maintain a high priority on planned enhancements and new automation applications and systems supporting the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.23 Assure that patrol officers and supervisors are properly trained in their duties regarding the completion and submission of incident reports, including proper classification in accordance with Uniform Crime Report/Incident Based Reporting requirements.

Police Response:

Status:

City Manager Response:

6.24 Monitor the flow of reports to ensure that pending cases are received by the Criminal Investigations Division and other appropriate units throughout the Department.

Police Response: We concur with this recommendation. Patrol Division Lieutenants have been assigned to check for reports pending approval. Officers have been instructed to advise their supervisors when they have Part 1 reports needing approval.

Status: Completed.

City Manager Response: Approve the Police response.

6.25 Conduct quarterly audits of the records process to ensure that all cases are accounted for and have been properly processed, including being forwarded for further review/action.

Police Response:

Status:

City Manager Response:

6.26 Reestablish the records administrator position to ensure proper oversight of the records' management function and an adequate span of control.

Police Response: We highly concur with this request. However, we have decided to civilianize the commander of the Information Technology Division and have a Director and Assistant Director of a newly established Records Division. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of three (3) positions.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for these positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by December 15, 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if these positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increases for one (1) full time Police Information Technology Manager, one (1) Records Management Manager, and one (1) Personnel Manager. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Bene. Calc.
Civilian	Mgr Police IT	$108,800
Civilian-DRM	Records Mgt Mgr	$108,800
Civilian-DRM	Personnel Mgr	$89,600
		$307,200

6.27 Absorb the staff of the Case Processing Unit into Records Management and current responsibilities maintained while assuming additional records oriented responsibilities.

Police Response:

Status:

City Manager Response:

6.28 Enhance mutual respect among sworn and non-sworn members of the Department.

Police Response:

Status:

City Manager Response:

Information Technology

6.29 Involve Open Systems Solutions Incorporated, the vendor for Computer Aided Dispatch, in fixing Information Technology problems involving the collection and transfer of accurate, reliable information between Computer Aided Dispatch (Guilford Metro 91 1) and the various modules of the police system.

Police Response:

Status:

City Manager Response:

6.30 Assure that someone other than crime analysts are routinely made aware of problems in the automated system.

Police Response:

Status:

City Manager Response:

6.31 Provide adequate time for the Police Department to access and review necessary data and explain the data in writing before releasing that information to the public (requests from City officials and residents), until the systems are working reliably.

Police Response:

Status:

City Manager Response:

6.32 Establish a task force, designating an individual to be responsible for holding regular meetings each month, for a period of one year, to discuss data issues and assure a team approach from all agencies involved with the Information Technology functions related to public safety.

Police Response:

Status:

City Manager Response:

6.33 Civilianize the Captain position in the Resource Management Division and assure that the civilian selected to fill this position has a wide ranging knowledge of information technology.

Police Response: We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of two (2) positions: a Police Budget Analyst and a Personnel Assistant Manager. [See Recommendation 6.34 for additional information.]

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for these additional positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if these positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increases of one (1) Police Budget Analyst and one (1) Personnel Assistant Manager. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Bene. Calc.
Civilian-DRM	Police Budget Analyst	$72,960
Civilian-DRM	Personnel Asst Mgr	$65,280
		$138.240

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6.34 Civilianize the Captain position in the Information Technology Division, ensuring that the person selected to fill the position is an Information Technology professional.

Police Response: We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) position.

Status: A Job Analysis Questionnaire was completed by the Police Department on 30 September 2008 for this additional position and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if this position was filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Civilian Information Technology Manager in the Police Department. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Bene. Calc.
Civilian	Mgr Police IT	**$108.800**

6.35 Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's Information Technology section prior to any development or programming.

Police Response:

Status:

City Manager Response:

6.36 Ensure that funding and support are made available to continue and complete the transition to laptop capability in vehicles. This is an issue of both technology growth and enhancement as well as, and more importantly, officer safety.

Police Response:

Status:

City Manager Response:

Crime Analysis

6.37 Assign personnel in the crime analysis function to work an eight-hour day, Monday through Friday. This schedule should include some evening shifts to assure communication and coordination about crime analysis among patrol officers and investigators.

Police Response:

Status:

City Manager Response:

6.38 Establish a working group to review and revitalize the crime analysis function and determine how it can better meet the needs of the Department.

Police Response:

Status:

City Manager Response:

6.39 Relocate the crime analysis function within the organization to the proposed field operations deputy chief and consolidate all crime analysis positions under one civilian supervisor.

Police Response:

Status:

City Manager Response:

6.40 Change the role of crime analysis from editing dispatch data and submitting monthly reports to a daily operational assessment of crime reports from the field and disseminate the information on a daily basis to all operational personnel, patrol, traffic, K-9, Community Resource Team, Central City Resource Team, Police Neighborhood Resource Center, School Resource Officers and investigations.

Police Response:

Status:

City Manager Response:

6.41 House the crime analysis function in the future in an area that is more and equally accessible to staff and operational personnel.

Police Response:

Status:

City Manager Response:

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<u>Fiscal Management</u>

6.42 Initiate efforts to civilianize the sergeant's position in this unit, and staff the position with an individual knowledgeable in the areas of budget and finance.

Police Response:

Status:

City Manager Response:

6.43 Re-institute the planning capability within the Department by creating new non-sworn positions of police planner and locating the positions and the function in the Office of the Chief.

Police Response: We highly concur with the recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) position.

Status: A Job Analysis Questionnaire was completed by the Police Department on 30 September 2008 for the new position of Police Planner and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if this position was filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Civilian Police Planner in the Police Department. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
Civilian	Planner	**$72.960**

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<u>Alarm Program</u>

6.44 Work with Open Systems Solutions Incorporated and Cry Wolf vendors/programs to develop an interface between the applications.

Police Response:

Status:

City Manager Response:

<u>Logistics</u>

6.45 Monitor staffing levels to ensure no issues arise, due to minimal levels of staffing, which impact officer safety.

Police Response: Officer safety is a prime concern and proper staffing levels are critical to providing service to the citizens.

Status: This will be accomplished on a continual ongoing process. For the purpose of this report, this will be a closed item.

City Manager Response: Approve Police response.

6.46 Consider a more traditional take home vehicle program, at no cost to the participating officers, including permitting the officers to utilize the vehicles for personal reasons.

Police Response: A review of this program is currently being conducted and once a cost analysis has been completed, the results will be provided to the City Manager.

Status: Report will be completed 1 April 2009.

City Manager Response: Approve Police response.

6.47 Institute a vehicle dead lining program to promote safety and professionalism.

Police Response:

Status:

City Manager Response:

6.48 Prohibit self-initiated trading or exchanging of vehicles or other assigned equipment.

Police Response: We concur with this request. Chief Bellamy has instituted a policy that all exchanges of vehicles are approved by the Resource Management Division.

Status: Completed.

City Manager Response: Approve the Police response.

6.49 Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.

Police Response:

Status:

City Manager Response:

6.50 Re-institute the planning function within the Department, hire two civilian police planners and place this unit, in conjunction with the Information Technology function, in the Office of the Chief of Police under a civilian manager.

Police Response: Not Applicable.

Status: Recommendation 6.50 will merge with Recommendation 6.43.

City Manager Response: Not Applicable.

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<u>WRITTEN DIRECTIVES</u>

CHAPTER 7

7.1 Ensure that all employees are trained on all Police Department policies relating to their work.

Police Response: We concur with this recommendation. All employees have access to Departmental Directives and all new policies are sent out with a notification sheet that each employee must sign indicating that they have received and understand the new policy.

Status: Completed.

City Manager Response: Approve the Police response.

7.2 Conduct a regularly scheduled review of both its directives and standard operating procedures to ensure they are current and consistent.

Police Response: We concur with this recommendation. A committee has been assigned to review all directives and standard operating procedures and make recommendations for any needed changes.

Status: Recommendations anticipated by 28 February 2009.

City Manager Response: Approve the Police response and timeline.

7.3 Consider a differentiating numbering system for directives and standard operating procedures with unique leading identifiers for the bureau and division standard operating procedures.

Police Response:

Status:

City Manager Response:

7.4 Place the accreditation/policy function within the proposed planning unit.

Police Response:

Status:

City Manager Response:

7.5 Continue the strong support for, and cooperation with, the accreditation function and its related responsibilities.

Police Response:

Status:

City Manager Response:

HUMAN RESOURCES MANAGEMENT

CHAPTER 8

Recruitment and Selection

8.1 Support a formal and structured recruiting program designed to attract greater quantities of quality applicants, including racial/ethnic and gender minorities for sworn positions. Such an effort should be staffed with at least one permanent and fulltime sworn officer.

Police Response:

Status:

City Manager Response:

8.2 Continue the annual update of the affirmative action program.

Police Response:

Status:

City Manager Response:

8.3 Develop a police officer announcement which has the appeal of the current announcement found only in the application packet.

Police Response:

Status:

City Manager Response:

8.4 Minimize the number of sworn and civilian vacancies that exist at any point in time.

Police Response:

Status:

City Manager Response:

8.5 Identify sworn police positions that can be civilianized.

Police Response: We concur with the recommendation and have identified four (4) positions that can be civilianized. These positions are identified in Recommendations 6.33 and 6.34.

Status: Completed.

City Manager Response: Not Applicable.

8.6 Closely monitor the increasing attrition among sworn ranks.

Police Response:

Status:

City Manager Response:

8.7 Ensure that there is a program to sequentially track applicant flow/attrition by selection component by gender and race/ethnicity from application to final disposition (i.e., hired or not hired).

Police Response:

Status:

City Manager Response:

8.8 Continue to resist the inclination to hire borderline applicants, as defined in the psychological assessment, in order to fill trainee vacancies.

Police Response:

Status:

City Manager Response:

8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.

Police Response:

Status:

City Manager Response:

8.10 Ensure that there is a more active involvement of Human Resources staff in the recruitment and selection of sworn police personnel.

Police Response:

Status:

City Manager Response:

8.11 Ensure that a more formal oral board interview process is employed to include the training of evaluators, guidelines for evaluating applicant responses, and clear procedures for the scoring of applicant performance.

Police Response:

Status:

City Manager Response:

8.12 Ensure that adverse impact analyses are conducted for all selection components.

Police Response:

Status:

City Manager Response:

8.13 Reduce the size of the current seven-member Chief Selection Committee.

Police Response:

Status:

City Manager Response:

8.14 Further reduce the amount of time necessary to fully process a sworn police officer application.

Police Response:

Status:

City Manager Response:

8.15 Ensure that full-time police recruiter receives formal training in an outside, high quality and recognized police recruiting course.

Police Response:

Status:

City Manager Response:

8.16 Encourage use of the recruitment incentive program, but consider paying the bonus only after the recruit has successfully completed all or a portion of the academy.

Police Response:

Status:

City Manager Response:

8.17 Assess the reasons for all attrition evident in the current Police Basic Instructor's Course academy (i.e., Class 88).

Police Response:

Status:

City Manager Response:

Promotions

8.18 Implement the key principles for developing and administering promotional processes for both sworn and non-sworn ranks/classifications as previously described in this section.

Police Response:

Status:

City Manager Response:

8.19 More fully utilize staff of the Human Resources Department to monitor all promotional processes.

Police Response: Not applicable.

Status: Redundant. Recommendation 8.10 will include both recommendation and promotional processes.

City Manager Response: Not applicable.

8.20 Continue to encourage minority (i.e., ethnicIracia1 and gender) participation in all promotional and specialized assignment selection processes.

Police Response:

Status:

City Manager Response:

8.21 Continue to specify in writing all procedures pertaining to the administration of any promotional process, and ensure dissemination of the document to all sworn personnel. Areas to be addressed should include the following: purpose, policy, administrative responsibility, existing list, duration of list, eligibility, application, written examination (if used), source materials, written examination preparation classes (if offered), written examination scoring (if used), appeals for written examination (if used), written examination feedback (if provided), qualification for oral board (or other procedure), oral board preparation classes (if offered), oral board (or other procedure), final rankings, publication of eligibility list, supervisory input (if any), promotion appointment procedure (Rule of Three), and probationary period.

Police Response: We concur with this recommendation and have established a new promotional process. All steps in the process are outlined in writing.

Status: Completed.

City Manager Response: Approve the Police response.

8.22 Employ closed-book tests in addition to open-book tests for the ranks of Police Officer II, Senior Police Officer and Master Police Officer.

Police Response:

Status:

City Manager Response:

8.29 Ensure that each testing component (e.g., oral board) has specific and detailed benchmarks for every question/sub-question to be used for evaluating candidate performance.

Police Response:

Status:

City Manager Response:

8.30 Ensure that all candidates are evaluated by the same assessors, or that all questions are evaluated by the same assessors for promotional oral board testing components.

Police Response: We concur with this recommendation. The department has implemented an interactive exercise in lieu of the oral board where personnel will be evaluated by the same assessors.

Status: Completed in coordination with Recommendation 8.32.

City Manager Response: Approve of the Police response.

8.31 Continue the systematic collection of data pertaining to the performance of candidates participating in all promotional processes (e.g., number taking each examination component, number passing each examination component, average scores on each component, sex, race/ethnicity).

Police Response:

Status:

City Manager Response:

8.32 Ensure that assessors used in oral boards have ample time to evaluate the performance of candidates, and require them to come to consensus on their individual ratings.

Police Response: The oral board has been eliminated and replaced by an interactive exercise with an outside agency.

Status: Completed.

City Manager Response: Approve Police response.

8.33 Assess the presence or absence of adverse impact in all future promotional process components.

Police Response:

Status:

City Manager Response:

8.34 Assure that there is no promotional component that results in staff officers writing names on a board for discussion of candidates for promotion.

Police Response: We concur with this recommendation and the promotional process has been completely revised.

Status: Completed.

City Manager Response: Approve Police response.

8.35 Ensure that announcements of all openings in specialized assignments take place.

Police Response:

Status:

City Manager Response:

8.37 Consider reducing the amount of time in grade in order to be eligible for the ranks of Senior Police Officer and Master Police Officer (e.g., seven and fifteen years, instead of ten and twenty years, respectively).

Police Response: We do not concur with this recommendation.

Status: Completed.

City Manager Response: Approve Police response.

8.38 Consider use of assessment centers in future promotional processes for sergeant and lieutenant.

Police Response: We concur with this recommendation. Candidates for Sergeants, Lieutenants, Captains and Assistant Chiefs will go through an interactive exercise administered by an independent source.

Status: Completed.

City Manager Response: Approve Police response.

8.39 Eliminate or substantially revise the Promotional Potential Evaluation (P.E.).

Police Response:

Status:

City Manager Response:

Training and Career Development

8.41 Incorporate community and problem-oriented policing into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

8.42 Incorporate diversity training into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

8.43 Ensure that there is equity in the distribution of specialty training opportunities.

Police Response:

Status:

City Manager Response:

8.44 Ensure that the subjects of community and problem-oriented policing and diversity are incorporated into both in-service and supervisory training programs.

Police Response:

Status:

City Manager Response:

8.45 Make use of training bulletins as an effective and inexpensive form of continuing in-service training.

Police Response:

Status:

City Manager Response:

8.46 Ensure that all training programs of whatever type are periodically evaluated as to their effectiveness.

Police Response:

Status:

City Manager Response:

8.47 Combine STEP and C.P. into one career development program.

Police Response:

Status:

City Manager Response:

8.48 Reinstate the recently lost civilian position in the academy.

Police Response: We concur with this recommendation. The lost civilian position is much needed to coordinate outside training. However, this position has been identified as our lowest priority. Sometime in the future, this position may be re-examined but we will close out this recommendation at this time.

Status: A Job Analysis Questionnaire was completed by the Police Department on 30 September 2008 for this position and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: Approve with Police response.

8.49 Conduct an internal audit of training records.

Police Response:

Status:

City Manager Response:

8.50 Determine whether additional hours of instruction can be deleted from the current recruit academy curriculum.

Police Response:

Status:

City Manager Response:

8.51 Increase the compensation of Police Training Officers.

Police Response:

Status:

City Manager Response:

8.52 Revitalize the Educational Intern Program.

Police Response:

Status:

City Manager Response:

Performance Evaluations

8.53 Discontinue use of the term "performance evaluation," and substitute the term "performance management." The latter terminology is more encompassing, focusing on improvement/development rather than assessment alone.

Police Response:

Status:

City Manager Response:

8.54 Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.

Police Response:

Status:

City Manager Response:

8.55 Ensure that any performance management system used by the police is consistent with professional and legal guidelines.

Police Response:

Status:

City Manager Response:

8.56 Ensure that what is in performance management policy is in performance management practice.

Police Response:

Status:

City Manager Response:

8.57 Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.

Police Response:

Status:

City Manager Response:

8.58 Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.

Police Response:

Status:

City Manager Response:

8.59 Consider eliminating the dimension weights employed in both the current and new performance management systems.

Police Response:

Status:

City Manager Response:

8.60 Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.

Police Response:

Status:

City Manager Response:

8.61 Update and date all Statements of Duties and Responsibilities.

Police Response:

Status:

City Manager Response:

8.62 Develop Statements of Duties and Responsibilities for those positions for which there are none.

Police Response:

Status:

City Manager Response:

<u>Loss of Employee Services</u>

8.63 Continue to monitor sick leave usage, and initiate remedial actions with those suspected of abuse.

Police Response:

Status:

City Manager Response:

8.64 Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.

Police Response:

Status:

City Manager Response:

8.65 Routinely collect information pertaining to the nature and cause of on-the-job injuries sustained by personnel.

Police Response:

Status:

City Manager Response:

8.66 Utilize job injury information for the purpose of developing and implementing focused injury prevention initiatives.

Police Response:

Status:

City Manager Response:

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<u>Labor/Management Relations</u>

8.67 Encourage communication between the two sworn labor groups on issues of mutual concern.

Police Response:

Status:

City Manager Response:

8.68 Revise the current grievance procedure to reduce the current number of review levels, and the time it takes to arrive at formal grievance dispositions.

Police Response:

Status:

City Manager Response:

8.69 Produce more useful analyses of grievances by collectively examining them over multiple years.

Police Response:

Status:

City Manager Response:

8.70 Maintain an up-to-date record of grievance dispositions.

Police Response:

Status:

City Manager Response:

8.71 Establish and maintain a non-adversarial climate surrounding the submission of employee grievances.

Police Response:

Status:

City Manager Response:

8.72 Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Police Response:

Status:

City Manager Response:

8.73 Eliminate use of the reasonable disposition and replace it with the exonerated disposition.

Police Response:

Status:

City Manager Response:

8.74 Reexamine the nature and staffing of the Internal Affairs Section with a view to elevating ranks and increasing staff (minimum of Sergeant rank and one additional personnel).

Police Response: We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) Lieutenant, and five (5) Sergeants.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increase of at one (1) Lieutenant and five (5) Sergeants. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Ben. Calc.
Lieutenant	Prof Standards	$89,600
Sergeant	Prof Standards	$80,640
Sergeant	Prof Standards	$80,640
Sergeant	Prof Standards	$80,640
Sergeant	Prof Standards	$80,640
Sergeant	Prof Standards	$80,640
		$492,800

8.75 Continue to reduce the amount of time necessary to complete Internal Affairs Section investigations.

Police Response: We concur with this recommendation. Delays are largely due to manpower shortages. This should be alleviated by the new personnel if approved. In addition, the Police will continue to streamline processes in an attempt to reduce investigative time.

Status: See Recommendation 8.74.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases.

8.76 Continue to review, and ensure correction as necessary, all field investigations or inquiries conducted by supervisory personnel regarding alleged employee misconduct.

Police Response: All administrative investigations are reviewed by the Division Commander of employees, the Sergeant and Captain of Professional Standards. When errors are detected they are returned for accuracy and clarity.

Status: Completed.

City Manager Response: Approve Police response.

8.77 Ensure final dispositions for two employee conduct cases where there is disagreement between the Department and the Citizen Review Commission.

Police Response: Information provided to City Manager's Office.

Status: Completed.

City Manager Response: Recommendations made on each case for discipline.

8.78 Develop a brochure, in plain English and Spanish, that describes the citizen complaint/commendation process in a non-threatening and citizen friendly manner.

Police Response:

Status:

City Manager Response:

8.79 Perform outreach activities to ensure widespread distribution of both the current Citizen Review Commission and the to-be-developed Greensboro Police Department brochures.

Police Response:

Status:

City Manager Response:

8.80 Reexamine the severity of discipline, especially regarding sustained citizen complaints, with an eye to increasing the amount of discipline.

Police Response:

Status:

City Manager Response:

8.81 Redefine levels of discipline, and reduce the four levels of reprimand to one or two levels.

Police Response:

Status:

City Manager Response:

8.82 Ensure that the definitions and data collection regarding inquiries, administrative investigations and citizen complaints are clearly differentiated from one another to include specification of the investigative entity (i.e., supervisory level or Internal Affairs Section).

Police Response:

Status:

City Manager Response:

8.83 Examine the relatively low percentage of sustained administrative investigations with an eye to reducing the number, but increasing the rate of sustained dispositions.

Police Response:

Status:

City Manager Response:

8.84 Seek to minimize the amount of time employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

8.85 Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

8.86 Continue to support and enhance the use of the following programs: Peer Support Program and Team, Chaplaincy Program, Health and Fitness Program, Suggestion Program, Departmental Awards and Extra Departmental Awards Programs, Employee Drug Testing Program, and Psychological Assessment Program.

Police Response:

Status:

City Manager Response:

<u>Off-Duty Employment</u>

8.87 Conduct an audit (City) of the off-duty employment program on an annual basis.

Police Response:

Status:

City Manager Response:

8.88 Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.

Police Response:

Status:

City Manager Response:

8.89 Explore the potential for software that will match records on payroll by date with off-duty jobs.

Police Response:

Status:

City Manager Response:

8.90 Revise the written directive to limit the number of total hours that an employee can work on duty or off duty in any 24-hour period, not just a calendar day.

Police Response:

Status:

City Manager Response:

8.91 Assure that division commanders monitor the number of off-duty hours worked by their subordinates to assure that off-duty work is not negatively impacting the on-duty work of subordinates.

Police Response:

Status:

City Manager Response:

8.92 Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/ supervise personnel engaged in off-duty employment within their commands.

Police Response:

Status:

City Manager Response:

8.93 Assure that the amount of funds for overhead is sufficient to pay for the costs of administering the program and the potential legal costs of civil suits arising from, or in connection with, off-duty employment that is sanctioned by the City.

Police Response:

Status:

City Manager Response:

8.94 Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.

Police Response:

Status:

City Manager Response:

8.95 Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

Police Response:

Status:

City Manager Response:

CHAPTER 9

9.1 Develop a full-time Public Information Officer (PIO).

Police Response: We highly concur with this recommendation and have met with the Human Resources Office to begin developing a position description. In order to comply with this recommendation it will require an increase of one (1) position.

Status: Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for this additional position and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department is in the process of prioritizing all of the recommended staffing increases and those priorities will be briefed to the City Council prior to publishing the January 6th progress report. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Public Information Officer. In addition, Police will identify related maintenance and operations' cost for each position.

High Priority		
		Sal./Ben. Calc.
Civilian	Public Info Officer	**$72,960**